DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY FIELD ARTILLERY CENTER AND FORT SILL
Fort Sill, Oklahoma 73503-5100

USAFACFS Memorandum
No. 11-1

21 November 1990

Army Programs
FORT SILL OPERATING PROGRAM GUIDE

1. PURPOSE. This memorandum outlines the Fort Sill Operating Program documentation and establishes responsibilities and procedures essential for program development, execution, review, and analysis.

2. SCOPE. This memorandum is not intended to repeat information contained in TRADOC/FORSCOM Budget-Manpower Guidance (BMG) and other regulations. Information provided is peculiar to Fort Sill and implements TRADOC and FORSCOM BMG guidance.

PROGRAM CONTENT. The Fort Sill Operating Program will include the following:

a. Local assumptions and objectives emphasized by the commander or determined necessary by staff sections. This guidance will cover items not included in the TRADOC/FORSCOM BMG and outline cross-references to the TRADOC/FORSCOM BMG (appendixes A and B). Program directors are responsible for updating their portion of this memorandum (para 9).

b. Resource guidance (dollars and manpower) as approved by the Program Budget Advisory Committee (PBAC). Upon receipt of TRADOC/FORSCOM guidance, the Directorate of Resource Management, Program-Budget Division (DRM, PBD) will analyze dollar guidance. Military manpower guidance will be analyzed by DRM Manpower and Equipment Documentation Division (MEDD). DRM will then provide the recommended distribution for PBAC action/approval. Publication of this distribution will represent the audit trail for the Approved Operating Budget (AOB) and will be updated periodically during major funding actions. Any reprogramming required will be forwarded to DRM, PBD (para 10).

4 RESPONSIBILITIES.

a. DRM. The Fort Sill DRM has overall responsibility for the Fort Sill Operating Program Implementation by program directors will be coordinated with the DRM.

b. PBAC. The PBAC, composed of members of the installation's principal staff, serves as the Commanding General's (CG) chief advisory group to ensure effective and efficient mission accomplishment at Fort Sill. The PBAC membership will consist of staff offices designated by the Standard Installation Organization with resource management responsibilities. The PBAC will —

(1) Review, coordinate, and provide recommendations on resource (manpower and dollars) issues to insure balance among installation programs. Examples of PBAC issues for consideration are as follows:

(a) Major changes in Fort Sill's missions, objectives, policies, priorities, and resources as contained in BMG documents received from TRADOC and FORSCOM.

(b) Manpower adjustments affecting Fort Sill's civilian payroll funds (including appropriate limitations and controls, where necessary).

(c) Supervision of the Fort Sill Operating Program/operating budgets (and revisions thereto). This includes the determination of areas of emphasis, policies and priorities, resource requirements and distribution, and the development of the CG's Narrative Statement and Unfinanced Requirements submitted to higher headquarters.

(d) Development of policies on program execution, obligation rates, and cost trends to ensure effective utilization of resources.

(e) Miscellaneous taskings referred to the committee by the Chief of Staff (C/S)

(2) Distribute resources in a manner consistent with installation plans, objectives, capabilities and requirements.

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*This memorandum supersedes USAFACFS Memo 11-1 28 September 1976

(3) Ensure the proper integration of all installation-wide plans and supervise and evaluate organization performance.

5. POLICY DIRECTIVE. UPON RECEIPT OF TRADOC/FORSCOM GUIDANCE, THE DRM WILL PREPARE AN INFORMATION BRIEFING FOR PRESENTATION TO THE CG, C/S, AND ALL INSTALLATION COMMANDERS (TO INCLUDE THE COMMANDER, FORT CHAFFEE, ARKANSAS). THIS BRIEFING WILL TAKE PLACE PRIOR TO THE WORKING PBAC (WPBAC) AND GUIDANCE RECEIVED THEREIN WILL BE PRESENTED TO THE WPBAC FOR DISCUSSION AND ACTION DURING THEIR DELIBERATIONS.

6 WPBAC.

a. The purpose of the WPBAC is to do an indepth study of alternatives for presentation to the PBAC. Therefore, members should be budget and management technicians. Deputy directors are not appropriate attendees to the WPBAC environment since they are alternate PBAC members. The WPBAC should meet in an atmosphere where problems can be resolved among individual directors on a professional and comparable peer-level basis. The overall goal is to reach objective decisions.

b. This PBAC subcommittee will meet as directed by the C/S to prepare papers, studies, or recommendations required for PBAC consideration. The committee may act in the name of the PBAC when additional coordination is unnecessary. Actions that cannot be decided during the WPBAC may be refer either to the PBAC for resolution, or for coordination through normal staff channels for C/S resolut

c. Committee members should have thorough knowledge of activity issues. In some situations, functional-level personnel may be invited to WPBAC sessions to provide added information or discuss the impact of any issue. The WPBAC should examine all details of issues so that full details are available to PBAC members. This will enable other members to decide what actions are to be taken.

d. The WPBAC will be given a minimum of 12 hours, whenever possible, to prepare for meetings WPBAC membership will consist of designated program directors. Program directors are defined as staffed with organized resource management responsibilities.

(1) Deputy Garrison Commander, Chairman
(2) Directorate of Resource Management
    (a) Chief - PBD, Funds
    (b) Chief - MEDD, Military manpower
(3) Chief - Resource Management Office, Directorate of Personnel and Community Activities
(4) Chief - Resource Management Division, Directorate of Plans, Training, and Mobilization

Representatives of activities listed below will sit as WPBAC advisors

(1) III Corps Artillery
(2) U.S. Army Field Artillery Training Center
(3) Directorate of Civilian Personnel

7. PBAC ORGANIZATION AND FUNCTION

a. All major activities and interest groups have representation through their PBAC membership. This committee has the ability to consider broad aspects of internal management on Fort Sill. Each PBAC member should ensure that individual areas of responsibility are given proper consideration. However, the interests of a single member must not be placed above the interests of the installation as a whole. As a result, PBAC decisions will represent the consensus of the installation's chief management officials. PBAC decisions will be disseminated to all affected organizations on Fort Sill. Activities whose resources are managed by another directorate will be notified of PBAC decisions by their assigned program director.

b. PBAC membership is as follows

(1) Chief of Staff, Chairman
(2) Director of Resource Management
(3) Director of Personnel and Community Activities

(4) Director of Plans, Training, and Mobilization
(5) Director of Logistics
(6) Director of Engineering and Housing
(7) Director of Information Management
(8) Deputy Assistant Commandant, USAFAS
(9) Commander, U.S. Army Garrison, Fort Chaffee, AR
(10) Executive Secretary (nonvoting)
(11) Director of Reserve Component Support

c. Representatives of activities listed below will sit as PBAC advisors:

(1) III Corps Artillery
(2) U.S. Army Field Artillery Training Center
(3) Director of Civilian Personnel
(4) DRM Representatives (PBD and Manpower and Equipment Documentation Division (MEDD), as needed)

d. Alternate members will be appointed by each member.

e. All PBAC members will be invited to each PBAC meeting. Members that are not involved/affected by PBAC recommendations may decline to attend; however, an objective viewpoint from these unaffected members may aid in final decision making. Major command representatives will be invited as nonvoting members to provide technical advice and other information about a decision's impact upon the overall mission. The PBAC chairman may clear the room of nonvoting participants, when necessary, to permit a more confidential airing of proposals or for other reasons. Backup personnel may be required to present indepth analyses to the committee. Backup personnel will be seated as shown on the seating arrangement at appendix D.

f. The PBAC will be given, when possible, a minimum of 48 hours to consider and evaluate the results of the WPBAC prior to taking action. The circumstances surrounding each event will dictate the time available for decision making. Each alternative/fund proposal presented for PBAC review must be accompanied by a disclosure of both the full impacts and any strong minority views on the alternatives or fund proposals. The DRM must ensure that the interests of all staff sections are protected and be prepared to disclose the full impacts of any budget realignment to the C/S and CG. PBAC members responsible for resources of other installation staff such as the DPCA for the Special Staff activities must prepare and present full impacts for those activities during PBAC deliberations.

g. The PBAC and WPBAC may conduct joint sessions in cases where irrevocable suspense dates prohibit equate planning, action, exchanges of information, and multiple meetings.

8. THE EXECUTIVE SECRETARY. The Executive Secretary will be the DRM, PBD secretary for meetings concerning funding. For meetings concerning military manpower, the executive secretary will be provided by the DRM, MEDD. If joint meetings are held, the DRM, PBD secretary will serve as the Executive Secretary. The Executive Secretary will formally announce and arrange all PBAC and WPBAC meetings. Minutes of all meetings will be recorded and kept on file in DRM.

OPERATING PROGRAM CHANGES. Revisions to the Fort Sill Operating Program will be made as follows:

a. Requests for changes should be forwarded to the DRM. As cumulative changes become significant a change order will be published.

b. Changes to the Fort Sill Operating Program will be made by memorandum, funding documents Notification of changes will include the statement, "This constitutes a change to the Fort Sill Operating Program."

FUNDING POLICIES

a. The DRM will maintain an audit trail of the AOB. The AOB will be documented when changes are received from higher headquarters. The Automatic Reimbursement Program will be documented when significant changes warrant, or on a quarterly basis. See USAFACFS Memo 11-2 for fund control/reimbursement procedures and details on establishment of the AOB.

b. During each major budget event, such as receipt of budget adjustments, excess funds of $5,000 or more will be reported to the DRM by memorandum. These funds will be presented to the PBAC for recommended distribution. Excess funds programmed in civilian pay and travel will not be diverted for any purpose without referral to the PBAC.

A summary of resource constraints is at appendix C.

11. REVIEW AND ANALYSIS. DRM is the proponent for the review and analysis program.

12   REFERENCES.

TRADOC Reg 11-3, Current Year Program Execution (ATRM)

b. FORSCOM Reg 11-1, FORSCOM Program and Budget System, Programming Guide and Programming Change Procedures (Standing Guidance, Volume III. FORSCOM Operating Program).

TRADOC Budget-Manpower Guidance (Current Issue

d   USAFACFS Memo 11-2, Budget Development and Review.

FORSCOM Program Budget Guidance.

APPENDIX A

FORT SILL CROSS-REFERENCE
TO
TRADOC BUDGET-MANPOWER GUIDANCE CONTENTS AND RESPONSIBILITIES
INDEX

FORT SILL IMPLEMENTATION

Chapter		Title	Account	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Chapter	1.	Planning and Program Guidance				
Chapter	2.	Manpower and Personnel Administration				
Section	I.	Manpower		DRM	USAFACFS Memo 11-1	
	II.	Civilian Personnel Administration		DCP	USAFACFS Reg & Cir 690 Series	
Chapter	3.	Current Year Guidance		DRM	USAFACFS Memos 11-1, 11-2, 11-6	
Chapter	4.	Program 2 - General Purpose Forces				
Section	I.	Tactical Support Log Units	202020	DOL/CHA		
	II.	JCS Directed and Coordinated Exercises	208011	As Applicable		
	III.	Combat Development Tests, Experimentation and Instrumentation	208015	FABD		
	IV.	Combat Development Activities	208018	FAS		
	V.	Information Management Mission Data Processing Facilities	208612	DOIM		
Chapter	5.	Program 3 - Intelligence and Information Management (NO ADDITIONAL GUIDANCE PROVIDED).	398611	DOIM		
Chapter	6.	Program 5 - Operations and Maintenance, Army Reserve (NO ADDITIONAL GUIDANCE PROVIDED).		N/A		
Chapter	7.	Program 6 - Research Development, Test, and Evaluation, Army (RDTE)		FABD		
Section	I.	General				
	II.	Specific Guidance				

Chapter		Title	Account	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Chapter	10.	Program 8 - Other General Personnel Activities				
Section	I.	ROTC Advertising and Information Activities	871712	N/A		
	II.	Personnel Processing Activities	871714	DPCA		
	III.	Mission Data Processing Activities	878612	DOIM		
	IV.	U.S. Disciplinary Barracks	878716.6	N/A		
	V.	Civilian Training, Education, and Development	878751	All Staff		
	VI.	Junior ROTC (JROTC) Activities	879721	DRCS		
	VII.	Army Continuing Education System (ACES)	879732	DPCA		
Chapter	11.	Program 9 - Administrative and Associated Activities				
Section	I.	Public Affairs	951214	DPCA/CHA		
	II.	Productivity Capital Investment Program	951215	All Staff		
Chapter	12.	Program 10 - Miscellaneous Support to Other Nations (NO ADDITIONAL GUIDANCE PROVIDED).		N/A		
Chapter	13.	Program 11 - Special Operations Forces	Z00000			
Chapter	14.	Base Operations/RPMA (815796.Z/815794.Z)				
Section	I.	General				
	II.	Real Estate Leases				
	III.	Supply Operations	.B	DOL/CHA		
	IV.	Maintenance of Materiel	.C	DOL/CHA		
	V.	Transportation Services	.D	DOL/CHA		
	VI.	Laundry and Dry Cleaning Services	.E	DOL/CHA		
	VII.	The Army Food Service Program	.F	DOL/CHA		
	VIII.	Personnel Support	.G	DPCA/CHA		
	IX.	Unaccompanied Personnel Housing	.H	DEH/CHA		
	X.	Administration	.N	DPCA/CHA		
	XI.	Automation Activities	.P	DOIM		
	XII.	Reserve Component Support	.Q	DRCS		

(Chap 14 cont)

Chapter		Title	Account	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
	XIII.	Community and Morale Support Activities	.S	DPCA/CHA		
	XIV.	Preservation of Order	.T	DPCA/CHA		
	XV.	Resource Management Operations	.U	DRM/DPCA/CHA		
	XVI.	Plans, Training, and Mobilization	.V	DPTM/CHA		
	XVII.	Contracting Operations	.W	DOC/CHA		
	XVIII.	Security Operations	.X	DSEC/FAS		
		Records Management, Publications	.Y	DOIM		
	XIX.	RPMA (815794.Z)	RPMA			
	XX.	Operation of Utilities	.J	DEH/CHA		
	XXI.	Maintenance of Real Property	.K	DEH/CHA		
	XXII.	Minor Construction	.L	DEH/CHA		
	XXIII.	Other Engineering Support	.M	DEH/CHA		
Chapter	15.	Reserve Personnel, Army	**4000	DRCS		
Section	I.	RPA – Mobilization Readiness Funds				
	II.	RPA – Reserve Officer Candidates				
Chapter	16.	TRADOC Division, Army Stock Fund		DOL/DRM		
Section	I.	General				
	II.	Basis of Programs				
	III.	Operating Program				
	IV.	Policies and Objectives				
	V.	War Reserve				
	VI.	ASF Program				
Chapter	17.	Army Family Housing	190000	DEH		
Section	I.	General				
	II.	Specific Guidance				
Chapter	18.	Foreign Military Security Assistance and Support to Other Nations		DRM		
Section	I.	General				
	II.	Foreign Military Financing Programs (FMFP)				
	III.	International Military Education Training				
	IV.	Foreign Military Sales				
	V.	Security Assistance Administrative Workload				
	VI.	Financial Administration				

Chapter		Title	Account	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Chapter	19.	Other Procurement Army	DRM			
Section	I.	General				
	II.	Productivity Capital Investment Programs				
	III.	Special Equipment for User Testing				
	IV.	TRADOC Automation				
	V.	Base Level Commercial Equipment				
Chapter	20.	Aircraft Procurement Army (NO ADDITIONAL GUIDANCE PROVIDED).		N/A		
Chapter	21.	Department of Defense Section 6 Schools		N/A		

TRADOC Reg/Pam Series	Subject	Action Office	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Reg 11-3	Current Yr Prog Execution (ATRM) Chg 1	DRM	All Staff	USAFACFS Memo 11-1	
Reg 11-4	Instl Contract System (RCS ATRM-94) (ATRM)	DRM	All Staff	USAFACFS Memo 11-2	
Reg 11-5	Cost Analysis Prog (MOS/FMS Tng Costs) (RCS ATRM-159)(R2) (ATRM)	DRM	DPTM/FAS		
Reg 11-7	TRADOC Doctrinal and Training Literature Program (ATDO)	FAS	FAS		
Reg 11-8	Studies Under AR5-5 (ATRC)	DRM	All Staff		
Reg 11-10	TRADOC Division Army Stock Fund Budgetary Procedures and Program Guidance) (ATPL)	DRM	DOL/DEH/MEDDAC		
Pam 11-10	Guide for Preparation and Conduct of System Program Reviews (ATCD)	DRM			

APPENDIX B

FORSCOM PROGRAM BUDGET GUIDANCE
CONTENTS AND RESPONSIBILITIES INDEX

Chapter		Title	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Chapter		Introduction			
Chapter		Structuring	DPTM		
Chapter	3.	Manning	DPCA		
Section	I.	Civilian Personnel			
	II.	Community Support			
	III.	Discipline, Law, and Order			
	IV.	Military Personnel			
	V.	Public Affairs			
	VI.	Retention			
	VII.	Safety			
	VIII.	Education			
Chapter	4.	Training	DPTM/DRCS/CHAF		
Chapter	5.	Mobilization and Deployment	DPTM/DRCS		
Chapter	6.	Providing Facilities	DEH		
Section	I.	Environmental and Historic Preservation Mgt			
	II.	Facilities Disposal			
	III.	Facilities Acquisition Programming			
	IV.	Housing Management			
	V.	Real Property Maintenance			
	VI.	Real Property Planning			
	VII.	Utilities Operation			
Chapter	7.	Managing Information			
Section	I.	Information Management			
Chapter	8.	Equipping	DPTM		
Section	I.	Force Modernization			
	II.	Equipment Distribution			
Chapter	9.	Sustaining	DOL		
Section	I.	Logistics Services			
	II.	Maintenance Management			
	III.	Supply Management			
	IV.	Transportation			

Chapter		Title	Major Activity	Implemented by Reg (No) or Other	Implementation Not Necessary
Chapter	10.	Managing	DRM		
Section	I.	Assistance and Investigations			
	II.	Command Management			
	III.	Contracting			
	IV.	Equal Employment Opportunity			
	V.	Fund Control and Accounting			
	VI.	Inspections			
	VII.	Legal			
	VIII.	Manpower Management			
	IX.	Religion			
	X.	Security			

APPENDIX C

SUMMARY OF RESOURCE CONSTRAINTS
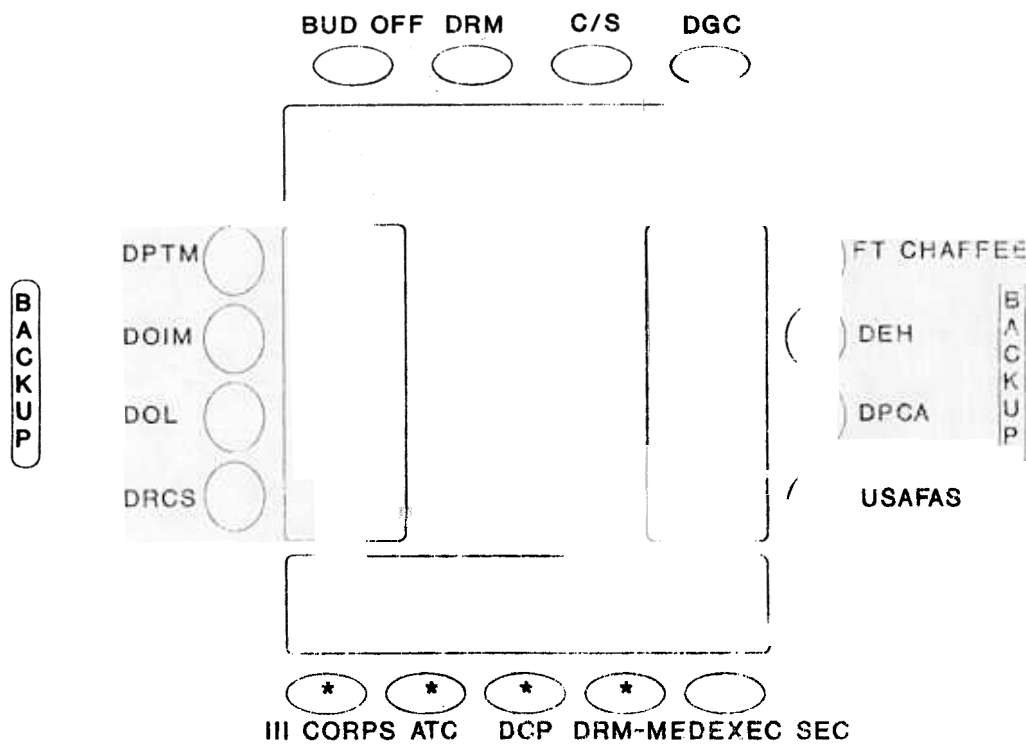Installation Reprogramming Responsibilities/Flexibilities

ALL	Specific limitations are established by Funding Allowance Document (FAD). Reprogramming requests should be included in normal budgetary reports. If a problem is urgent, separate reprogramming actions may be submitted. Limitations may not be exceeded without prior approval.
INTERPROGRAM	Obtain approval before reprogramming. No program transfer can take place that affects a congressional limitation, floor, or ceiling.
INTRAPROGRAM	Reprogram by PBAC unless specifically constrained by this appendix or otherwise restricted in financial authority documents. Obtain approval before reprogramming between tests, Concept Evaluation Programs, and others.
Army Family Housing (AFH)	Obtain approval before reprogramming between BPs. This includes BPs 1911, 1912, 1913, 1914, 1920, 1930, and 1940.
Foreign Military Financing Programs	No reprogramming flexibility authorized.

FUNDING:

Funded Reimbursements	These funds are to be used to reimburse for laundry services provided through JUMPS payroll deductions. Reprogramming of these funds for any other purpose is prohibited. Funded reimbursements are also provided for forestry projects; e.g., tree planting, etc.
Career Interns	Intern salary and training costs will be funded and controlled by HQ TRADOC. No reprogramming is permitted.
Program Guidance by Program Element and/or Functional Account Code	The amounts provided by functional account in the operating program are guidance only. Transfers within programs and subprograms may be accomplished at the discretion of the installation commander to include adjustments between mission and base operations, except as otherwise indicated in this memorandum. Reprogramming of $5,000 and over must be reported for PBAC action. Any amount for civilian pay and travel must be reprogrammed through PBAC action.
4. Combat Developments Test & Evaluation	Obtain approval before reprogramming funds received for tests.
ROTC/JROTC/TRAMEA	Obtain approval before reprogramming.
Contingency Funds (OMA .012 Limitation)	The limitation may not be exceeded without prior approval.
Automatic Data Processing (ADP) Cap	The cap may not be exceeded without prior approval.

MANPOWER:

There are no civilian manpower constraints, except as provided in Managing the Civilian Workforce to Budget guidelines.

PBAC SEATING ARRANGEMENT

BUD OFF   DRM   C/S   DGC

DPTM

DOIM

DOL

DRCS

BACKUP

FT CHAFFEE

DEH

DPCA

BACKUP

USAFAS

III CORPS ATC   DCP   DRM-MEDEXEC SEC

* ADVISORS

(ATZR-RP)

FOR THE COMMANDER:

ROBERT H. SCALES, JR.
Colonel, FA
Chief of Staff

ANDREW J. GREGOR, JR
DIRECTOR OF Information
Management

DISTRIBUTION:
AC, USAFAS (RMO) (1)
TEXCOM FABD (RMD) (1)
FORT CHAFFEE (RMO) (1)
DPCA (1)
DSEC (1)
DPTM (1)
DOL (1)
DEH (1)
DOC (1)
DRCS (1)
DOIM (1)
DOIM Pub Sup Sec (25)
DRM, Prog-Budget (15)
DCP (1)
MEDDAC (1)